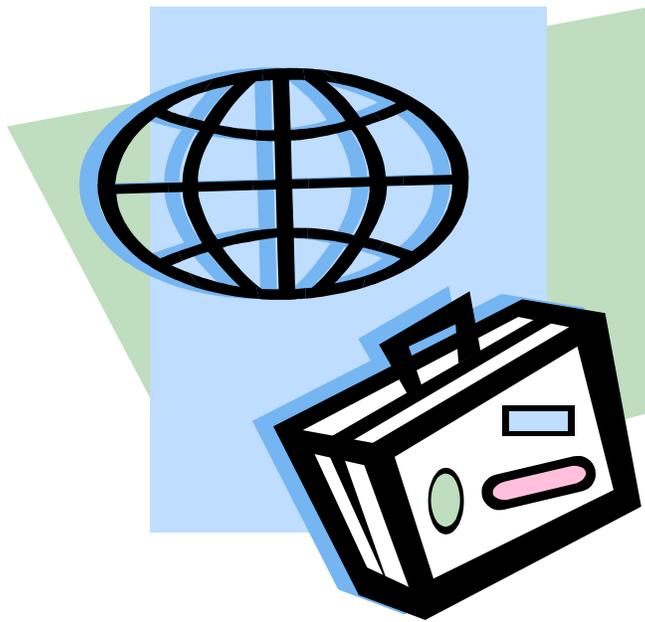


Carey

Site Visits



*2006
Desk Guide*

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Purpose

The purpose of this desk guide is to provide a framework for how Carey Performance Excellence site visits will be conducted. The intended audiences for this desk guide are Carey examiners and applicant organizations preparing for a Carey site visit.

Participants



Each Carey Performance Excellence site visit will consist of participants from several organizations. These participants may include, but not be limited to:

Site Visit Team

- A representative from the Carey Performance Excellence program area
- At least three examiners who have reviewed and evaluated the applicant organization's Carey application
- A Carey program co-chair who may choose to participate

Applicant Organization

- A point-of-contact from the applicant site being visited
 - Members of the applicant organization's senior leadership team who will be interviewed or otherwise involved in the assessment
 - Individuals from the applicant site who will be interviewed or otherwise be involved in data collection or presentation
-

Responsibilities

Each participant involved in a Carey site visit has certain responsibilities. In general, these responsibilities are:

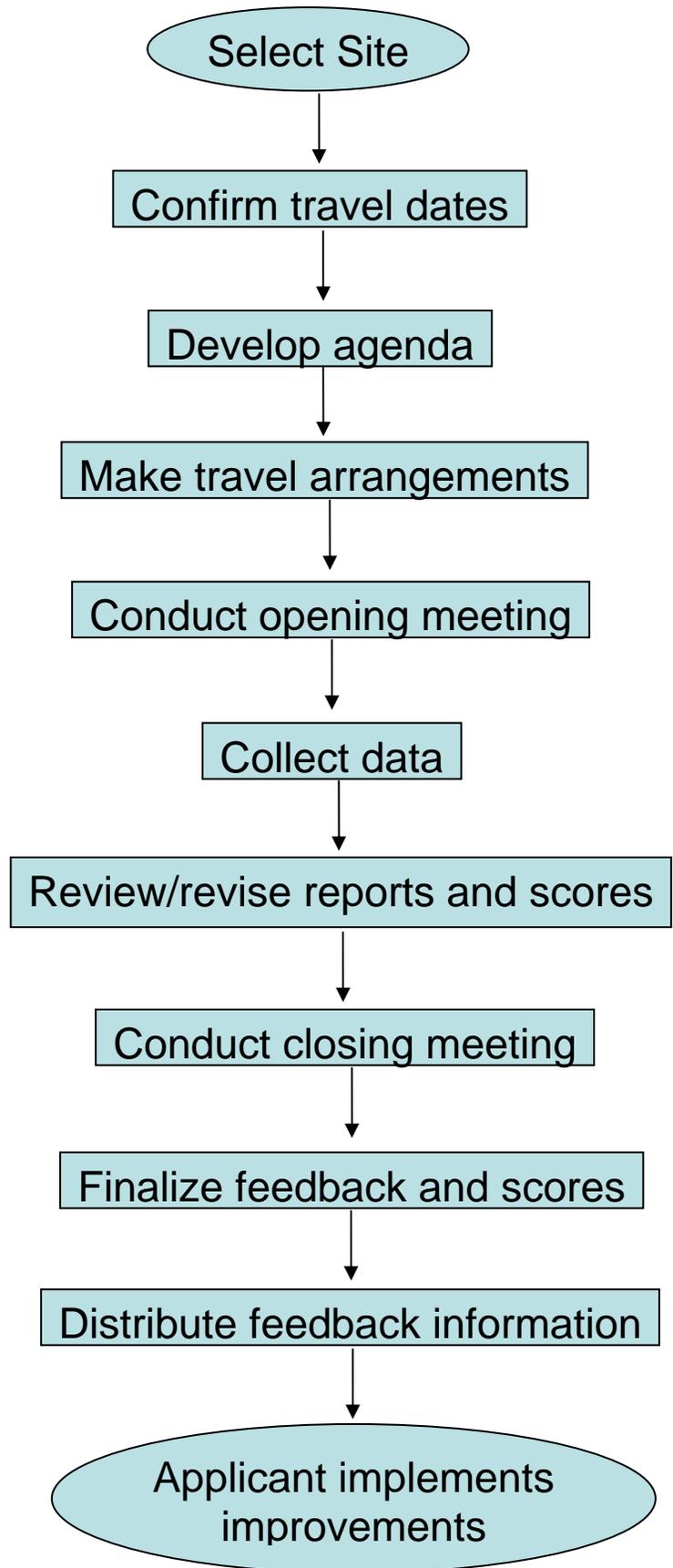
- Carey Program Representative
 - Agenda, travel dates, logistics
 - Ensure needed information is gathered
 - Ensures examiners understand and follow site visit procedures
 - Ensures data collected is needed to clarify/verify information provided in the application
 - Ensures examination team sufficiently documents data gathered to support strengths, opportunities of improvement, and scores

- Ensures all comments provided to the team in the judge's review are addressed
- Supports examination team leader
- Coordinates with applicant site on issues that may arise
- Does NOT participate in actual identification of applicant strengths, opportunities for improvement, or scores.
- If an issue arises that cannot be resolved on site the program representative will call the program manager or MSIS director and notify of the situation
- Examiners
 - Gather data needed to verify/clarify site visit issues, feedback, and scores
 - Follow site visit procedures regarding data collection, documentation, and analysis
 - Represent the Carey Program. Focus is on collecting needed information with minimal intrusion on applicant organization.
- Co-chairs
 - On-site subject matter expert for examination team
 - Observer to ensure objective process
 - May be asked to assist team in collecting specific types of data
- Applicant Point-of-Contact
 - Arrange site visit agenda working with the Carey program representative
 - Contact during site visit to address issues that may arise
 - If issues can not be resolved to the satisfaction of the applicant on site then the point-of-contact may call the program manager or MSIS director.
- Applicant Senior Leadership.
 - A portion of the senior leadership will participate in:
 - Opening meeting
 - Interviews with members of examining team
 - Helping to ensure people are made available to the examination team
 - Closing meeting
- Individuals from applicant organization involved in data collection/presentation
 - Available for interviews when scheduled
 - Provide information when requested, if available

Process Overview

The site visit process is divided into three distinct phases. These are ***preparation, performance, and reporting/feedback***. During the *preparation phase* site visit plans are created. Plans include travel dates, site visit agenda, and data needs. During the *performance phase* the Carey site visit team is on location collecting data to verify/clarify site visit issues, respond to judge's comments, feedback, and scores. During the *reporting/feedback phase* the team revises the feedback report, executive summary and scoring sheet to reflect any changes resulting from information gathered during the site visit. After the site visit the feedback report and scores are finalized and materials are prepared and sent to the applicant organization.

Feedback Performance Preparation



**Process
Preparation**

There are several key activities that need to be completed before an examination team travels to a site to clarify/verify site visit issues, feedback, and scores. These include:

- Set travel dates, agenda, and other logistics. The Carey program representative, examination team leader, and applicant point-of-contact will coordinate on these activities.
- Determine the number of examiners and skill mix needed to gather needed information. The Carey program representative and examination team leader will work together on this activity.
- Travel arrangements for examiners. Examiners participating in the site visit will make their own travel arrangements.
- Travel arrangements for Co-chairs. Co-chairs will make their own travel arrangements, read the applicant's application and the examination team's draft feedback report.
- ***Information sharing – The applicant organization will work with the Carey Program Representative to establish an agenda and discuss any special needs. The applicant organization will not have access to the draft feedback report, scores, or judge's comments. Examiners will gather and document information needed to clarify and verify information in the application.***



*Process
Performance*

Preparation meeting

The team will conduct an initial site visit meeting to assign primary responsibility for specific site visit issues and areas of responsibility. The program representative will review the site visit procedures and rules of conduct. This meeting is usually held prior to arrival at the applicant's facility.

Opening meeting

Onsite activities will begin with an opening meeting among the site visit team (Carey program representative, examination team, and Co-chair), applicant point-of-contact, and applicant senior leadership. Topics discussed at this meeting will include but not be limited to:

- Review agenda
- Rules of conduct
- Administration (security, emergency telephone number, facility layout, etc.)
- Examination team members may ask a few opening questions.
- The applicant point-of-contact, senior leadership, or other stakeholder may ask a few process related questions.

Data collection

- Scheduled interviews with leaders, managers, employees, employee representatives, or other stakeholders.
- Random interviews with managers, employees, or other stakeholders.
- Review of data (paper/electronic) identified by site team as necessary to verify/clarify information provided in application.
- Data collected will be used to verify or clarify: information provided in the application; comments made by the Carey judge that reviewed the application package; and areas of the criteria not already addressed in the application or by the Carey judge.



Review/revise reports and scores

Team will meet at the applicant site to complete documentation of their site visit. Site issues, judge's comments, and draft strengths and opportunities for improvement will be included in the draft feedback report used by the examination team. The team will also have a score sheet containing scores. While on site the team will:

DATA COLLECTION AND DOCUMENTATION

- Review comments associated with each Item in the draft feedback report and identify any revisions needed based on new information. Data gathered to support addition, deletion, modification, or keeping of strengths and OFIs will be documented and added to the draft feedback report.
- This will include written responses to judge's comments that will be embedded in the feedback report.
- Review the executive summary in the draft report to determine if revisions are needed based on new information.
- Rescore applicant organization based on new information. Each Item score will be evaluated by examination team members on site. The examination team can agree to:
 - Keep the an Item score the same
 - Decrease an Item score by 5 or 10 percentage points
 - Increase an Item score by 5 or 10 percentage points
 - **Decreases or increases of an Item score of more than 10 percentage points are possible but will require a written explanation on a separate Item feedback sheet to the Carey Program Manager and Co-chairs. Score changes greater than 10 percentage points are large and need to be explained so that Carey program oversight better understands the reasons for the change.**
 - **If the overall applicant score changes by more than 25 points (up or down) then the team is required to documents the reason for the significant change.**

- *All changes to scores will be in increments of 5 percentage points. For example, starting at 32 the score could increase to 37, 42, 45, etc.*
- **FAILURE** *to produce the documentation required for proposed changes will result in no change.*
- **FAILURE** *to respond to judge's comments will result in judge's comments being added to the feedback by the program office.*

PREPARING FOR THE CLOSING MEETING

- Identify one key strength and opportunity per category to share with applicant leadership during the closing meeting.
- Estimate the score band for each Category to share with applicant leadership during the closing meeting.

PREPARING TO LEAVE THE APPLICANT FACILITY

- Information documents, notes, etc. gathered in the course of conducting the site visit will be collected and returned to the applicant point-of-contact.

The feedback report, scores, and other documentation will be finalized and forwarded to the Carey Program Manager one week after completion of the site visit.

Closing meeting

The site visit team will hold a brief closing meeting with representatives from the applicant organization.

- Thank the applicant for allowing the site visit and enabling the team to efficiently gather the information needed to make an objective, accurate assessment.
- Provide the applicant leadership with one strength and one opportunity for improvement from each criteria category.
- Provide the applicant leadership with average score band performance per Category. ***Examiners will not provide score band performance per Item.***
- Discuss timeline for the feedback report, final selection process, and other key milestones.
- Respond to any questions the applicant may have.



***Process
Report/Feedback***

- Within one week of completing the site visit the examination team will provide the Carey Program Manager with the revised feedback report, executive summary, site visit worksheets, and final scoring sheets.
- The Carey Program Manager will review all feedback reports and executive summaries to ensure consistency in language and structure.
- The Carey Program Manager will prepare and send a feedback package to the applicant. This package will include an executive summary, feedback report, score band information, and other needed information.



Confidentiality

Applicant organizations should have confidence in the belief that Carey site teams will respect their time, openness, and be sensitive to information shared.

Carey site visits should be considered confidential. Participants should NOT:

- Share information gathered during a site visit with others outside of the site team, Carey Program Office representatives, or Program Co-chairs.
- Disclose the names of individuals interviewed or applicant organizations visited.
- Make copies of any materials gathered during the site visit for purposes of assessing organizational excellence.

Participants should gather only needed information to assess performance and return applicant specific information to the applicant point-of-contact at the conclusion of the site visit.

Site Visit Interview Worksheet

Date: _____

Applicant Organization: _____

Applicant Number of FTEs Reported in Application: _____

Examiner Name: _____

INTERVIEW TABLE

Description	Number interviewed
Senior Leaders	
Union Officials	
Managers	
Employees	
Suppliers/partners*	
Stakeholders or customers	
Total	

Key Documents Reviewed or Verified: